



## **Staff Report**

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### **DISCUSSION AND DIRECTION REGARDING THE COLLECTION REQUEST FOR PROPOSALS FOR SOLID WASTE/RECYCLING COLLECTION ALTERNATIVES**

Honorable Mayor and Council Members:

#### **Summary**

City Council has provided direction to staff to explore solid waste collection service options outside of the process being undertaken by South Bayside Waste Management Authority (SBWMA).

This report recommends the City Council discuss and provide direction on the attached Request for Proposals for Solid Waste Collection Services. The proposals received in response to the City's Request for Proposals (RFP) will help to determine whether a solid waste collection company selected through the City RFP process or the SBWMA RFP process should provide collection services.

It is proposed the RFP will be released on July 25, 2008. The timing of the issuance of the RFP on this date will allow solid waste collection companies to develop proposals that are competitive with the company selected through the SBWMA procurement process. The SBWMA is scheduled to announce on August 28, 2008, the contractor selected through the SBWMA procurement process. The submission deadline for proposals solicited through the City's RFP is September 19, 2008.

#### **Background**

The City Council has been disenchanted with the current franchise solid waste collection agreement that was developed through the SBWMA Joint Powers Board and has expressed concerns regarding the Request for Proposal (RFP) process that is currently on-going with SBWMA. Council has provided direction to staff to explore solid waste service options outside of the process being undertaken by South Bayside Waste Management Authority (SBWMA).

The City Council has reviewed earlier this year the report prepared by HDR/Brown, Vence & Associates, *Analysis of City of Belmont Capacity to Provide Solid Waste Services*, which examined the option of bringing solid waste operations in-house, using City staff and facilities. Based on that study and the recommendations of staff and the consultants, Council directed staff to pursue the option of going out to bid for collection services.

This will allow the City to compare the results of competitive proposals from the private sector through the City's RFP process, the SBWMA RFP process, or by bringing the collection services in-house.

### **Discussion**

City staff developed a RFP tailored to meet the specific needs of the City and its residents and businesses. The scope of services in the City's RFP is consistent with the scope of services in the SBWMA RFP. In the City's approach, however, the rate setting process is very streamlined in comparison with the SBWMA approach. The contractor will propose rate adjustments over the term of the contract, based on specific changes to CPI/Fuel indexes and tipping fees adjustments at the Shoreway facility. The City will review and approve all rate requests by the hauler before they become effective. The City will therefore avoid the need to initiate annual Prop 218 public notification processes during the contract term, and will not incur extraordinary consultant expenses associated with the rate adjustment process.

Other improvements in the City RFP (versus the SBWMA RFP) are as follows:

- The proposers have more latitude in determining equipment selection and collection methods in meeting the required scope of services.
- Single-family and multi-family residences will be able to recycle compact fluorescent light bulbs in addition to the other materials designated by the SBWMA RFP.
- The Belmont school district headquarters as well as five public schools will be included in the list of Public Facilities to receive solid waste services at no cost.
- Multi-family and commercial customers will not be charged for organics collection service, if they request it.

### **General Plan/Vision Statement**

No impact.

### **Fiscal Impact**

No additional cost is associated with Council approving release of the RFP.

### **Public Contact**

The Infrastructure Committee reviewed and approved the request for proposal at their Monday, June 16<sup>th</sup> meeting.

### **Recommendation**

It is recommended that City Council discuss and provide direction regarding the collection request for proposal for solid waste/recycling collection alternatives.

### **Alternatives**

1. Take no action.
2. Refer back to staff for further information.
3. Deny approval.

**Attachments**

A. Request for Proposal

Respectfully submitted,

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Raymond E. Davis III, PE, PTOE  
Director of Public Works

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Jack R. Crist  
City Manager

**Staff Contact:**

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**Attachment A**



**City of Belmont**

**Request for Proposals  
for  
Solid Waste Collection Services**

**July 25, 2008**

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## SECTION 1

### GENERAL INFORMATION

#### 1.1 PURPOSE AND INTENT

The City of Belmont (City) is interested in selecting a franchise hauler to provide residential and commercial solid waste, recyclables, and organics collection services. Currently, the City has an exclusive franchise agreement with Allied Waste Services of San Mateo County (Allied) for residential and commercial collection services. The City intends to enter into a franchise agreement with a qualified contractor to provide exclusive franchise services for a ten (10) year period, with services commencing on January 1, 2011.

Prospective proposers shall not contact any employee or elected official with the City, with the exception of Ray Davis (Public Works Director), the primary City contact, or Jack Crist (City Manager), the secondary contact person. Any proposer who fails to recognize or utilize the process of communication outlined in the RFP will be notified of its violation of the process and may be disqualified from the RFP process.

The City is one of twelve member agencies of the South Bay Waste Management Authority (SBWMA) and is currently a participant in the SBWMA procurement process for collection services throughout the SBWMA service area. The SBWMA initiated the procurement process in July 2005 and anticipates the process will result in member agencies securing their respective franchise agreements by June 2009. However, the City has reserved its option to pursue its own procurement process to select a service provider independently of the SBWMA process. The issuance of this Request for Proposals (RFP) for services specific to the City of Belmont will allow the City to compare proposals received directly with those procured by SBWMA and identify proposals that best meet the City's needs for collection services. Based on the merits of the proposals received, the City Council may decide to direct City staff and its consultant to enter into direct negotiations with the proposer(s) best meeting the needs of the City. During the negotiations process, the City will develop a franchise agreement to reflect the detailed terms and conditions as appropriate to finalize the negotiation process.

The City, as a SBWMA member agency, is contractually committed to continue using the SBWMA designated facilities for disposal and processing of collected franchise materials through December 2019. SBWMA is currently conducting a separate procurement for facility operations of the SBWMA owned facilities (e.g. the Shoreway Transfer Station and Materials Recovery Facility (MRF)). The facility operations contractor(s) selected from that process would be responsible for transporting solid waste to the designated landfill (currently Ox Mountain Landfill) and transporting recovered materials to appropriate markets or other processing sites. Consequently, the City is not requesting services related to those components of the solid waste system.



The franchise collector selected through this RFP process shall provide customer containers and collection services for the following three streams of materials:

- **Solid waste:** includes all putrescible and non-putrescible discarded waste that a customer places in a designated solid waste container for the purposes of collection.
- **Single-stream recyclables:** includes traditional recyclable materials that a customer places in a designated single stream-recycling container for the purposes of collection. See Section 3 for list of materials targeted for single-stream collection.
- **Organics:** includes plant materials and food scraps such as, green trimmings, grass, weeds, leaves, prunings, brush, tree trimmings, and other types of organic waste that have been placed by a customer in a designated organics container for the purposes of collection.

## **1.2 OVERVIEW OF SCOPE OF SERVICES**

The City intends to secure a contractor to provide the following scope of services:

### **Single Family Dwelling (SFD) Collection Services**

- Weekly solid waste collection
- Weekly single-stream recyclables collection
- Weekly organics collection
- Weekly collections to include used motor oil/oil filters, household batteries, cell phones and compact fluorescent light bulbs
- Annual Holiday tree recycling collection
- Twice-annual on-call collection

### **Multi-family Dwelling (MFD) Collection services**

- Weekly solid waste collection
- Weekly single-stream recyclables collection
- Weekly organics collection
- Annual Holiday tree recycling collection
- Weekly collections to include household batteries, cell phones, and compact fluorescent light bulbs

### **Commercial Collection Services**

- Solid waste collection

- Single stream recycling collection
- Organics collection

### **Public Facilities Collection Services**

- Solid waste collection
- Single-stream recyclables collection
- Organics collection
- Venues and events; solid waste and recycling collection (up to six events per year)

The contractor will also be required to provide excellent customer service, provide customer billing and collection, meet AB 939 and City specified reporting requirements, perform public education and outreach activities, and provide other services or activities related to this RFP.

The City is soliciting proposals from companies with demonstrated experience and qualifications in the services outlined in this RFP. Moreover, the City expects the selected contractor will be flexible and proactive in order to provide services at a high standard of quality and to add or modify services as requested to improve such services, whenever feasible, throughout the term of the contract.

The franchise agreement will include performance standards for each service to ensure that the contractor fulfills basic requirements and provides quality service regardless of the method proposed to provide the services. The contractor will have the flexibility to define the method of collection for each service. For example, this project prescribes weekly collection of residential waste, recyclables, and organics in carts, but does not specify whether the collection method should include co-collection vehicles, fully automated or semi automated vehicles, or other methods. The contractor will define the method of collection depending on the contractor's assessment of how to provide the most cost-effective proposal.

## **1.3 PROPOSAL CONSIDERATIONS**

### **City's Rights**

The City's rights include, but are not limited to, the following:

- Issuing addenda to the RFP, including extending or otherwise revising the time line for submittals
- Withdrawing the RFP
- Reissuing or modifying the RFP
- Requesting clarification and/or additional information from the proposer at any point in the procurement process

- Executing an agreement with a proposer on the basis of the original proposals and/or any other information submitted by the proposers during the procurement process
- Rejecting any or all proposals, waiving irregularities in any proposals, accepting or rejecting all or any part of any proposals, waiving any requirements of the RFP, as may be deemed to be in the best interest of the City
- Accepting and negotiating with a proposer for any combination of services; the services and combination to be chosen by the City in its sole discretion
- Negotiating with more than one proposer
- Accepting a proposal that does not offer the lowest cost, but offers the best overall proposal, which the City determines is in the best interest of the citizens of the City, based on the company's qualifications, technical proposal, financial strength, as well as its cost proposal
- Discontinuing its negotiations with a selected proposer if, in the judgment of the City, progress is unsatisfactory and commencing discussions with another qualified proposer

### **Consequence of Submission of Proposal**

The submission of a proposal will constitute a representation and warranty by the proposer that the proposer has investigated all aspects of the RFP, and that the proposer is aware of the applicable facts pertaining to the RFP process, its procedures and requirements. The proposer further acknowledges the proposal is premised upon performing and furnishing the services and equipment required by this RFP and that the RFP is sufficient in scope and detail to indicate and convey understanding of the terms and conditions for performance and furnishing of the project.

The submission of a proposal shall not be deemed an agreement between the proposer and the City. Specifically, the following provisions apply:

- The City shall not be obligated to respond to any proposal submitted nor be bound in any manner by the submission of a proposal
- Acceptance of a proposal by the City obligates the proposer to enter into good faith contract negotiations based on the proposal submitted
- Acceptance of a proposal by the City obligates the proposer to enter into good faith negotiations leading to a contract with the City for the performance of the services chosen by the City in its sole discretion
- The contract shall not be binding or valid against the City unless and until it is executed by the City and the selected proposer, and the proposer's performance bond or other surety has been accepted by the City

## **Proposal Costs**

The cost of investigating, preparing and submitting a proposal is the sole responsibility of the proposer and shall not be chargeable in any manner to the City. The City will not reimburse any proposer for any costs associated with the preparation and submission of proposals or expenses incurred in making an oral presentation, participating in an interview, or negotiating a contract with the City.

## **Proposal Submittal Fee**

Each proposal must be accompanied by a cashier's check in the amount \$10,000, made payable to the City of Belmont. This fee is non-refundable, with the following exception: in the event the City does not award a contract based on this RFP process, the City will refund \$5,000 of each proposal fee received.

If the City does award a contract through this RFP process, the proposer awarded the contract will be required to pay the City an additional amount of \$100,000 to reimburse the City for consultant costs and other City incurred costs associated with conducting this RFP process.

## **1.4 ORGANIZATION OF THE RFP**

General information regarding the RFP purpose, process, and schedule are provided in this section. Section 2 contains background information, including the City's goals and objectives, demographics, current collection and recycling information, waste quantities, and other related information. Section 3 defines the scope of services covered by this RFP. Section 4 addresses the contractual arrangement that the City plans to establish for the services. Section 5 identifies RFP proposal requirements. Section 6 provides instructions for submitting responses to the RFP. Section 7 describes the evaluation process and criteria. The appendices contain additional information required for proposal preparation including the Agreement and cost proposal forms.

## **1.5 PROPOSAL SCHEDULE**

The City intends to adhere to the schedule provided in Table 1-1 during the selection process. This schedule may change at the City's discretion.

Services under the new contract will commence on January 1, 2011. The City's procurement schedule allows the selected contractor sufficient time to conduct the transition activities necessary to implement the contract.

**Table 1-1 Preliminary Procurement Schedule**

| <b>Activity</b>  | <b>Date</b>        |
|--|--------------------|
| Formal issuance of RFP to vendors  | July 25, 2008      |
| Pre-Proposal Conference  | August 7, 2008     |
| Proposers submit questions   | August 14, 2008    |
| City issues written response to questions  | August 21, 2008    |
| Proposal submission deadline   | September 19, 2008 |
| City Council meeting to consider proposals<br>(*decision to select contractor or terminate<br>procurement process) | October 14, 2008   |
| Development of Draft Agreement   | To be determined   |
| Negotiate Contract   | To be determined   |
| Finalize Agreement   | To be determined   |
| Full implementation of services  | January 1, 2011    |

## SECTION 2

### BACKGROUND

This section provides background information regarding the procurement process including the City's goals and objectives, demographics, current franchise services, waste quantities, and related City programs. Please note that data provided are for informational purposes only. The City does not certify the accuracy of the information provided. Proposers should not rely on this section for developing proposals and service costs. Proposers are responsible for an independent assessment of the City's needs.

#### **2.1 CITY'S GOALS AND OBJECTIVES**

The City's goals and objectives are to secure the best services for the most competitive price. The City's goals and objectives regarding the types of services needed for the community focus on reducing the volume of waste generated and diverting the materials from the landfill through recycling and organics programs. The City needs to comply with requirements of the California Integrated Waste Management Act of 1989 and associated regulations (AB 939), which set diversion goals of 50-percent. AB 939 and related solid waste and diversion reporting is done through the SBWMA. The new contractor will be responsible for annual disposal and diversion reporting, and will increase the success of diversion programs to accomplish the 50-percent diversion level.

The City wishes to provide convenient means for residents and businesses to maximize the amount of materials recycled and composted. Thus, all solid waste customers are to receive recycling and organics collection services with their solid waste service. Customers will be charged for solid waste collection service based on number or size of solid waste containers provided. The City is requiring the contractor to provide a variety of sizes of solid waste, recycling, and organics containers to give customers options. The provision of recycling and organics collection service to all residential and commercial customers will allow them to sort recyclables and organics for separate collection as an incentive to reduce the number and/or size of solid waste containers, and thus reduce their monthly bill for solid waste service.

#### **2.2 DEMOGRAPHICS**

The City of Belmont is located in San Mateo County and bordered by San Mateo and Foster City to the north, Redwood City to the east, San Carlos to the south, and unincorporated areas San Mateo County to the west. The median household income in 2000 was \$80,905. The City's population in 2000 was 25,123, and is expected to reach 26,000 by 2010 and 27,500 by 2020, according to Association of Bay Area Governments (ABAG) most recent projections. The community had 10,418 single-family households in 2000, compared to 3,493 multi-family households in the same year. The City does plan to annex additional areas in the future, and the contractor will be responsible for providing service to all residential and commercial

customers associated with such annexations at the approved current rates during the term of the contract.

Additional background information pertinent to Belmont is available on the SBWMA website ([www.rethinkwaste.org](http://www.rethinkwaste.org)). Click onto the “Current RFPs/RFQs” link, then onto the “Contractor Selection Process” link to find the RFP and related Attachment 5 associated with the SBWMA procurement process. The background information includes all the currently available data regarding Allied collection operations. The service and account information is provided for information purposes only, and the City in no way guarantees its accuracy.

## **2.3 CURRENT FRANCHISE SERVICES**

The current franchise agreement with Allied for collection services includes:

### **Single-Family Collection Service**

- Residents are required to provide their own solid waste container or can rent a cart from Allied
- Allied uses a manual system and two-person crews on most routes to accomplish weekly solid waste collections, and customers can place containers at curb, side yard or back yard for collections.
- Residents are provided with standard 96-gallon wheeled carts for organics
- Residents are provided with two 16-gallon bins for recyclables, and are required to separate fibers (mixed paper, etc.) from containers (glass, metal and plastic food and beverage containers, etc.)
- Organics collections are provided on a bi-weekly schedule, and Allied uses fully-automated trucks and one-person crew on those routes
- Recycling collections are also provided on a bi-weekly schedule, and Allied uses manual equipment and two-person crews on those routes
- Residents are entitled to two on-call collections (bulky items) per year, at no extra cost

### **Multi-Family and Commercial Collection Service**

- Multi-Family and commercial solid waste accounts receive weekly or more frequent service, depending on the customer's needs
- Allied provides various size carts as well as bins up to 8 cubic yard capacity, and the bin accounts are service by front-loader trucks with one-person crews

- Recycling is optional, and Allied provides service upon request at no additional cost to the customer. Organics collection is also provided upon request, with fees ranging from 25% to 50% less than that charged for solid waste.
- The SBWMA has implemented a multi-family recycling outreach program reaching approximately 13% of the complexes within the SBWMA service area, and Allied provides technical assistance to support the outreach program.

### **Mobile Home Parks**

- Although Allied provides service to mobile home parks throughout the SBWMA service area, there are no mobile home parks in the City of Belmont.

### **Debris Box and Compactor Service**

- Debris boxes and compactors for solid waste service are available on an on-call basis to meet the needs of some large generators. There are approximately six such accounts receiving this type of service in the City of Belmont, according to available Allied data.

## **2.4 ESTIMATED WASTE QUANTITIES**

Waste disposal and diversion tonnage data pertinent to Belmont is contained in Attachment 5 of the SBWMA Collection RFP, which is available on the SBWMA website referenced in Section 2.2 above ([www.rethinkwaste.org](http://www.rethinkwaste.org)).



## SECTION 3

### SCOPE OF REQUESTED COLLECTION SERVICES

For all services required in this RFP, the contractor will be responsible for purchasing, distributing, and maintaining any collection containers or bins provided to its customers. The cost of any such containers should be included in the proposed rates. The contractor will not be permitted to bill the customers separately for the rental or use of bins or containers, since provision of the container is included in the rates.

In the scope of services described below, the recyclable materials targeted for single-stream collection will include the following:

- Newspaper (including inserts, coupons, and store advertisements)
- Mixed paper (including office paper, computer paper, magazines, junk mail, catalogs, brown paper bags, paperboard, paper egg cartons, telephone books, books, colored paper, construction paper, envelopes, legal pad backings, shoe boxes, cereal and other similar food boxes)
- Chipboard
- Corrugated cardboard
- Paper milk cartons
- Glass containers of any color (including brown, blue, clear, and green)
- Aluminum (including food and beverage containers, foil, small pieces of scrap metal)
- Small pieces of scrap metal weighing less than 10 pounds and fitting into the Recyclable Materials Collection Container (excluding chain, cable, wire, banding, hand tools, and automotive parts)
- Steel, tin or bi-metal containers
- Plastic containers (i.e., all plastic containers stamped with the Society for the Plastics Industry (SPI) code #1 through #7 and plastic containers that are not stamped but clearly can be identified as PET, HDPE, polypropylene).

For Single-Family and Multi-Family Dwellings, targeted recyclable materials also include used motor oil, used motor oil filters, household batteries, cell phones and compact fluorescent light bulbs. Proposers should describe how they would collect and divert these materials in responding to the RFP.

### **3.1 SINGLE FAMILY DWELLING (SFD) COLLECTION SERVICES**

Single Family Dwellings (SFD) include residential premises with four (4) or fewer living units, including each unit of a single family residence, duplex, triplex, fourplex, or townhouse condominium for which there are separate collection services provided to each dwelling unit. Rates charged to residents for different size solid waste containers shall be variable, and the cost to provide all weekly recycling and organics collection services will be included in the rate to provide solid waste collection service.

#### **Weekly Solid Waste Collection**

Contractor will provide new wheeled carts for weekly collection of solid waste. The default service level will be 60-gallon carts (or similar size: e.g. 65-gallon). Solid waste collection service is mandatory for all occupants of SFD.

#### **Weekly Single-Stream Recyclables Collection**

Contractor will provide new wheeled carts for weekly collection of single stream recycling. The default service level will be 60-gallon carts (or similar size: e.g. 65-gallon). Contractor will be required to provide more than one cart if requested by the resident, and shall not charge a fee for any extra recycling carts.

#### **Weekly Organics Collection**

Contractor will provide new wheeled carts for weekly collection of organics. The default service level will be 90-gallon carts (or similar size: e.g. 65-gallon). Contractor will be required to provide more than one cart if requested by the resident, and shall not charge a fee for any extra organics carts.

#### **Weekly Household Batteries and Cell Phones Recycling Collection**

Contractor will provide weekly collection of household batteries and cell phones to all SFD customers. A list of the types of batteries targeted for collection is included in the definitions in the SBWMA RFP documents (Attachment 2), and is available on the SBWMA website. A possible collection scenario would require residents to place the batteries in a clear plastic bag and then place the plastic bag on top of their recycling cart for collection. In addition, residents will be required to place cell phones into the plastic bag with batteries. Proposer must describe its plan to provide this service including resident participation requirements.

#### **Weekly Used Motor Oil and Used Motor Oil Filter Recycling Collection**

Contractor will provide weekly collection of used motor oil and used motor oil filters. Residents will be required to place the motor oil and filters curbside for collection. Contractor will be required to deliver up to five (5) used motor oil containers (i.e., one-gallon jug with screw top)

and five (5) filter bags to SFD residents within five (5) business days of request. Contractor will collect used motor oil and filters set out in containers and plastic bags, respectively, provided by the contractor. Contractor must describe how it will provide this service and if it will collect used motor oil from containers provided by residents (i.e., containers not provided by contractor).

### **Weekly Compact Fluorescent Light Bulbs Recycling Collection**

Contractor will provide weekly collection of household compact fluorescent light bulbs to all SFD customers. This item is not being required of the SBWMA, and the Shoreway facility may not accept fluorescent bulbs for separate handling, but the diversion of these items from the solid waste is a priority of the City. Proposer must describe its plan to provide this service including resident participation requirements.

### **Annual Holiday Tree Recycling Collection**

Contractor will provide annual collection of holiday trees for fifteen (15) consecutive business days commencing December 26. Residents will be required to place the trees curbside (near the organics container) for collection. After fifteen (15) business days commencing December 26, contractor will be required to collect holiday trees that are placed inside an organics cart, provided the residents comply with the setout requirements (see SBWMA draft Agreement regarding setout requirements). Proposer must describe its plans to provide this service including resident participation requirements.

### **Twice-Annual On-Call Collection**

Contractor will provide SFD on-call curbside collection service two (2) times each calendar year at no additional charge to customers. The service will be scheduled by the customer from January 2 through December 1 each year and contractor will provide this service within ten (10) business days after receiving the request from the customer. The materials targeted for this service and the set-out limits are as follows:

- **Solid waste, recyclables, organic materials and wood:** Limited to up to two (2) cubic yards of materials per event provided the customer has bagged, boxed, bundled, or containerized the materials.
- **Major appliances:** Limited to one large appliance per event (washing machine, clothes dryer, refrigerator, freezer, etc.).
- **Bulky Items:** Limited to one large bulky item per event (reusable furniture, mattresses, four tires, etc.).
- **E-Waste:** Limited to one item per event (computer, computer monitor, television, etc.).

Proposer must describe how it plans to collect and process the materials to maximize reuse, recycling, composting or otherwise diverting the collected materials from disposal.

### **3.2 MULTI FAMILY DWELLING (MFD) COLLECTION SERVICES**

Multi Family Dwelling (MFD) customers include residential premises with five (5) or more living units, which have centralized solid waste and recyclable materials collection service for all units in the building. Contractor will be required to service carts and bins stored at the service location designated by the customer.

#### **Weekly Solid Waste Collection**

Contractor will provide wheeled carts and bins for weekly (i.e., minimum service level) collection of solid waste. Contractor will ensure that the customers have subscribed to the appropriate service level to meet their needs. Solid waste collection service is mandatory for all MFD locations.

#### **Weekly Single-Stream Recyclables Collection**

Contractor will provide wheeled carts and bins for weekly (i.e., minimum service level) collection of recyclables. Customers will have the opportunity to subscribe to the appropriate service level to meet their needs at no extra cost.

#### **Weekly Organics Collection**

Contractor will provide wheeled carts and bins for weekly (i.e., minimum service level) collection of organics. Customers will have the opportunity to subscribe to the appropriate service level to meet their needs at no extra cost.

#### **Weekly Household Batteries, Cell Phones and Compact Fluorescent Bulbs Recycling Collection**

Contractor will provide weekly collection of these items to all MFD. Proposer must describe its plan to provide this service to MFD customers, including resident participation requirements.

#### **Annual Holiday Tree Recycling Collection**

Contractor will provide annual collection of holiday trees for fifteen (15) consecutive business days commencing December 26. Contractor shall deliver a bin or drop box (if available) for holiday tree collections to MFD complex at a mutually agreed upon location upon request of the owner or property manager. If drop boxes or bins are not available, contractor shall collect the trees loose, on the date requested by the owner or property manager. Proposer must describe its plans to provide this service including resident participation requirements.

### **3.3 COMMERCIAL COLLECTION SERVICES**

Commercial customers include all businesses, institutions and industrial operations, and exclude MFD customers. The contractor will be required to service carts, bins and drop boxes stored in customer's solid waste enclosure or other locations as requested by the customer.

#### **Solid Waste Collection**

Contractor will provide wheeled carts, bins and drop boxes for weekly or more frequent collection of solid waste. Contractor will ensure the customers have subscribed to the appropriate service level to meet their needs. Solid waste collection service is mandatory for all commercial customer locations.

#### **Single-Stream Recyclables Collection**

Contractor will provide wheeled carts and bins for weekly or more frequent collection of single stream recyclables. Customers will have the opportunity to subscribe to the appropriate service level to meet their needs at no extra cost.

#### **Organics Collection**

Contractor will provide wheeled carts and bins for weekly or more frequent collection of organics. Customers will have the opportunity to subscribe to the appropriate service level to meet their needs at no extra cost.

#### **Debris Box and Compactor Service**

Contractor will continue to provide debris boxes and compactor service for those commercial customers wishing to subscribe for this type of service. Proposer must describe its plans to provide this service including proposed debris box and compactor sizes available and customer participation requirements.

### **3.4 PUBLIC FACILITIES COLLECTION SERVICES**

Public facilities shall include all buildings, facilities and parks or open spaces maintained by the City. A list of the nine City of Belmont public facilities currently serviced by Allied are included in Attachment 3 of the SBWMA Collection RFP, available on the SBWMA website. In addition to the list in Attachment 3, currently serviced by Allied, the following six facilities in Belmont are considered public facilities for future service:

- Nesbit Elementary School
- Central Elementary School
- Fox Elementary School

- Cipriani Elementary School
- Ralston Middle School
- Belmont school district headquarters, located on Hallmark Drive

The City reserves the right to designate additional facilities or modify service levels from time to time to meet the ongoing service needs of the City.

### **Solid Waste Collection**

Contractor will provide wheeled carts and bins for weekly or more frequent collection of solid waste, at no extra costs.

### **Single-Stream Recyclables Collection**

Contractor will provide wheeled carts and bins for weekly or more frequent collection of single stream recyclables, at no extra cost.

### **Organics Collection**

Contractor will provide wheeled carts and bins for weekly or more frequent collection of organics, at no extra costs.

### **Public Street, Parks and Parking Lot Solid Waste and Recyclables Collection**

Contractor will provide collection of solid waste and recyclables placed in all City owned and maintained litter or recycling receptacles, on a schedule that meets the City's needs to service any such receptacles.

### **Venues and Events Solid Waste and Recycling Collection**

Contractor will provide wheeled carts, bins, and/or drop boxes to collect solid waste, recyclables and organics and assist the venue and event organizers with developing recycling plans for the event. Contractor will allow customers the flexibility to commingle or separate recyclable materials to meet their needs with the goal of diverting as much material as possible. The Contractor will provide this service for up to six (6) venues or events per year. Proposer must describe how it plans to provide this service.

## **3.5 OTHER COLLECTION SERVICE CONSIDERATIONS**

In addition to the collection services presented in Sections 3.1 through 3.4 above, the following considerations apply to the scope of service required of the City:

### 3.5.1 Additional Collection Service Requirements

Contractor shall:

- Transport all franchise collected materials to the Shoreway facility.
- Provide curbside collection service to all SFD customers with two exceptions: back yard or “flag lot” collection service (offered at a special rate), and special handling service (provided at no extra charge to customers that are physically unable to place carts curbside).
- Allow all SFD customers the opportunity to modify the default cart size when new services are initiated and at any time during the term of the agreement.
- Make available wheeled carts for solid waste, recyclables and organics collections in the following sizes for **SFD** residential service:
  - 20-gallon cart (or can) for solid waste
  - 30-gallon cart for solid waste, recyclables and organics
  - 60-gallon cart for solid waste and organics, and default size for recyclables
  - 90-gallon cart for solid waste and recyclables, and default size for organics
- Make available wheeled carts for solid waste, recyclables and organics collections in the following sizes for **Commercial and MFD** cart service:
  - 60-gallon cart
  - 90-gallon cart
- Make available bins for solid waste, recyclables and organics collections in the following sizes for **Commercial and MFD** bin service:
  - 1-cubic yard bin
  - 2-cubic yard bin
  - 3-cubic yard bin
  - 4-cubic yard bin
  - 6-cubic yard bin

- Make available carts and bins for solid waste, recyclables, and organics collections in the cart and bin sizes listed above for Public Facilities collection service.
- Provide MFD and commercial customers the option of subscribing to a collection frequency that will be at least once (1) per week and up to five (5) times per week.
- Describe how it will encourage reuse and recycling to divert 50% (by weight) of the materials collected through the twice-annual on-call collection service for provided for SFD customers.
- Assist the City in a collaborative effort to provide public education to residents and businesses.
- Provide customer service and billing service as necessary to fulfill its obligations.
- Furnish all labor, supervision, collection vehicles, collection containers, other equipment, materials, supplies, and all other items and services necessary to perform its obligations.
- Pay all expenses related to the provision of services including, but not limited to, taxes, regulatory fees, pass-through costs, utilities, etc.
- Comply with applicable laws, regulations and ordinances

### **3.5.2 Exclusivity of Collection Services**

Contractor will have exclusive rights to collection of residential, multi-family and commercial solid waste, single-family recyclables, and single-family organic materials within the City Limits. The contractor may compete with other hauling companies on a non-exclusive basis for collection of:

- Commercial and multi-family recyclables, organics, and reusable materials
- Non-putrescible materials hauled in debris boxes
- Single-family reusable materials
- Single-family bulky materials collected on an on-call basis (competing with companies such as "Got Junk")

Contractor's exclusive rights will not include items such as:

- Material hauled by the owner, occupant or its contractor whose removal of materials are incidental and removed at no additional costs
- Donated materials



- Materials delivered to independent recycling companies at no charge
- Animal, grease waste, and used cooking oil
- Sewage treatment by-product, hazardous wastes, and infectious waste, and
- Materials generated by San Mateo County, State of California, and federal facilities

For recyclable materials generated by commercial business and MFD complexes, the City will continue to allow open market competition for recyclable materials. **The contractor is required to offer recyclables collection services to MFD and commercial customers at no additional cost to customers.**

For organic materials generated by commercial businesses and MFD complexes, the City will retain the current open market competition for organics collection. **The contractor is required to offer organics collection services to MFD and commercial customers at no additional cost to customers.**

The City will continue to allow open market competition for debris box collection of non-putrescible materials such as construction and demolition waste.

### **3.6 CUSTOMER RATE ARRANGEMENTS**

#### **Rate Setting**

During the term of the contract, the contractor will set customer rates annually in accordance with the rate methodology specified in the franchise agreement. The contractor will be responsible for submitting a Rate Application to the City for review and approval prior to annual rate adjustments. The City Council will review and approve rate adjustments, contingent on the acceptability of the Rate Application and associated documentation submitted by the contractor, prior to the rate adjustments becoming effective.

The following rate arrangements apply to the service sectors:

### **SFD Rate Arrangements**

The contractor will maintain a SFD rate structure that includes an integrated fee for collection that covers solid waste, recycling, and organics. SFD customers will be allowed to subscribe to unlimited levels for recyclables and organics collection service at no additional charge. The City intends to continue with the current volume-based rate structure. The contractor will be required to provide the residents with the container sizes they subscribe to; to service such containers; and to properly bill for the level of service requested.

### **MFD and Commercial Rate Arrangements**

The contractor will maintain a rate structure that includes an integrated fee for collection that covers solid waste, recycling and organics. MFD and commercial customers will be allowed to subscribe for recyclables and organics collection service at no additional charge.

### **City Facilities**

The contractor will provide, at no cost to the City, collection services to City facilities. The contractor is to accomplish this by including the cost associated with City-related collection services in the proposed rates for SFD, MFD and commercial collection services.

## **3.7 PUBLIC EDUCATION**

Contractor shall be responsible for ensuring that its customers consistently receive a high level of customer service and responsiveness. Contractor shall prepare an annual public education plan and meet with the City to review the plan. Contractor will be required to provide the following services:

1. Actively collaborate with the City on the public education strategy and development of materials to support roll-out of new collection services.
2. Develop and distribute public education and promotion materials during roll-out of the new collection services.
3. Distribute public education and promotion materials to new customers during the term of the agreement.
4. Provide public education door hangers, posters and other promotional materials to MFD accounts at program roll-out and during the term of the agreement.
5. Deliver set-out correction notices (customer tags on containers) during the term of the agreement.

6. Assemble and deliver used oil recycling kits and household battery/cell phone/compact fluorescent light bulb recycling bags to SFD customers during the term of the agreement.
7. Annually produce and insert with its bills, up to twelve (12), solid waste bill inserts to appropriately address the following:
  - a. Annual holiday tree recycling notice (separate for SFD and MFD – two solid waste bill inserts)
  - b. Twice annual compost giveaway notice (two SFD and two MFD solid waste bill inserts)
  - c. Twice annual commercial recycling notice (two commercial solid waste bill inserts)
  - d. Set-out correction notice for each service sector
8. Contractor will be required to have on staff a part-time management level employee that will serve as the Public Education Manager. Proposer must include in its proposal a job description of the position. This party will serve as a liaison to the City for planning, coordination, and review of all public education and promotion materials and efforts.

### **3.8 COMMERCIAL RECYCLING PROMOTION PROGRAM**

Proposer must provide a Commercial Recycling Promotion Plan describing its approach to implement recycling collection services to the Commercial, MFD and City facilities.

### **3.9 MFD PROMOTION PROGRAM**

Proposer must describe how it will provide staffing to conduct site assessments and on-site technical assistance to MFD owners and managers, and distribute public education materials to MFD owners, managers and occupants.

### **3.10 CUSTOMER SERVICE**

Contractor is responsible for ensuring that all staff and customer service representatives maintain a professional and courteous demeanor. Contractor is required to ensure that it treats its customers courteously and provides them with timely, responsive and thorough solutions to problems and request for information. City and contractor staff shall meet periodically to discuss compliance with the customer service standards (as specified in the agreement).

## **Customer Service Call Center**

Contractor is required to operate a customer service call center that will serve as the primary telephone point of contact and information for all services. The call center must be staffed during regular business hours (i.e., Monday through Friday, 8:00 a.m. to 5:00 p.m.).

Proposers must describe where the call center will be located, the name and type of equipment and software used to maintain customer service information, and the staffing levels (number of full-time and part-time employees to provide coverage) to handle Belmont customers.

## **Website**

Contractor is required to maintain an up-to-date website that will serve as the primary web-based point of contact and information for all services. The website would ideally provide for the following services: on-line payment capability; ability to schedule services (i.e., on-call collection service, extra solid waste pick-ups, service changes, cancellations, etc.) and the ability to document and resolve complaints.

Proposers must describe how it will provide the website and what the capabilities of the website are in terms of on-line capabilities.

## **Customer Information System Requirements**

Contractor is required to use a customer information system with software applications capable of documenting all correspondence and dialogue between contractor and customers.

The system shall be capable of:

- Providing real-time access to customer contact history for the term of the agreement
- Providing the City the capacity to submit real-time work orders specifying the nature of requests for service, inquiries or complaints
- Documenting non-collection events including problem description and resolution
- Providing summary reports of customer data (service levels for all customer classes, number of complaints, etc.)

Proposers must describe how it will provide the website and what the capabilities of the website are in terms of on-line capabilities.

## Complaint Resolution

Proposers must describe how it will process and resolve customer complaints regarding service and billing issues, and how it will coordinate communications between operations staff and customer service staff. Describe the procedures for resolving the following types of common complaints:

- Missed pick-ups (i.e., both individual accounts and multiple accounts on whole blocks or along a section of a street)
- Spills and litter resulting from collection
- Collection schedule changes
- Broken or missing containers
- Improperly prepared set-outs
- Noise complaints
- Traffic and sidewalk obstruction during collection, and
- Safety around collection vehicles during operations.

The Proposer shall submit a Customer Service Operations Plan that addresses how it will provide the services related to the above requirements (e.g., customer service call center, website, customer information system, and complaint resolution requirements).

### 3.11 BILLING REQUIREMENTS

The Contractor will provide billing services to all customers for all service levels. The billing service requirements are as follows.

- **City Access to Billing Records.** Contractor shall allow City staff or selected representatives to access billing records in electronic format (using a computer located in City offices) at any time, upon one (1) business day notice.
- **Service Stops.** Customers will be allowed to stop and start service (e.g., when on vacation or extended absence) up to two times per year, and the minimum duration of the suspended service (and billing period) must be two (2) service days for commercial customers and one (1) service day for SFD customers.

- **Billing Frequency.** Each commercial and MFD customer shall be billed monthly in arrears and SFD customers shall be billed quarterly in advance, allowing for one-third of SFD customers to be billed each month.
- **Automated Billing Options.** Contractor shall be required to provide an option for automated billing through website-based credit card payment, and accept as payment personal checks, money orders, cashiers checks, and credit cards. In addition, contractor must process payment over the telephone using customer's credit cards.

### 3.12 CONTRACTOR IMPLEMENTATION PLAN

The proposer shall provide a detailed implementation plan describing the contractor's approach to facilitating a smooth transition for all the collection services. The plan must clearly describe the company's ability to implement the services in accordance with the schedule presented in Table 1-1 of this RFP. The description should include, but not be limited to:

1. A timeline showing the duration and completion date of major milestone events (vehicle purchase, container purchase and distribution, personnel hiring and training, customer service and billing database development, administration, public education, corporation yard acquisition, etc.
2. Assumptions regarding the participation of City staff, the current collection contractor, and the current and future Shoreway facility operator.
3. Discussion on how customers will select container size(s) and service frequency.
4. Contingency plans for all aspects of implementation.
5. Description of an early phased program roll-out schedule starting July 1, 2010 and whether such an early roll-out is feasible and likely to result in a smoother program start. This description should detail what arrangements (e.g., lease or purchase of assets) would be required between the contractor and Allied, and examples of other new early contract rollouts.

### 3.13 POTENTIAL COLLECTION IMPACTS

Proposers shall provide the following information in their proposal:

- **Vehicle Impacts.** Describe how the vehicles will comply with the rule adopted by the State of California Air Resources Control Board in September 2003 requiring the implementation of diesel particulate matter control measure for collection vehicle diesel engines. Describe specific control measures proposed for Belmont routes and the schedule for compliance.

- **Service in Hilly Neighborhoods.** Belmont has a number of hillside streets that are currently serviced by Allied with a mini-packer. Describe how you will service residences in hilly or other areas with restricted access for a full-sized automated collection vehicle.
- **Hauling Impacts.** Proposers may use an existing company corporation yard to service Belmont customers. The proposer shall estimate the total annual miles traveled by the collection vehicles for delivery of collected materials to the Shoreway facility. The estimate shall be accompanied by the assumptions used to calculate the annual total miles driven (e.g., number of solid waste, recyclable materials, and organic material loads per day, the hauling distance between the proposer's yard and the Shoreway facility, etc.).

### **3.14 FACILITIES FOR EQUIPMENT, MAINTENANCE AND ADMINISTRATION**

Proposer must identify the facility where it will stage operations for Belmont collection services. If the proposer plans to use an existing corporation yard, proposer shall identify, at a minimum, the following information: name, address, and size of the site; site owner; other operations housed/serviced from the site; facility expansions or improvement plans to accommodate City collection services; necessary permit modifications or changes; and distance from the Shoreway Facility.

### **3.15 REPORTING REQUIREMENTS**

Proposers will be required to provide reports to the City (or the SBWMA) during the term of the contract. The City will determine the content and schedule for report requirements. The reports will likely include the following items:

#### **Monthly Report**

- Tonnage information for solid waste, recyclables, and organics (separate for SFD, MFD, Commercial, City facilities)
- Diversion level for all four service sectors (SFD, MFD, Commercial, City facilities)
- Complaint and inquiry data
- Call center data
- Monthly gross revenues and fees

#### **Quarterly Reports**

- Summary of monthly reports (e.g., all above items)

- Education activities
- Determination and estimate of liquidated damages if applicable
- Account summary
- MFD and commercial recycling outreach efforts (promotion materials distributed, site visits, etc.)
- Summary and analysis of significant accomplishments or problems
- Operational data (routes, stops, loads, etc., by service sector)

### **Annual Reports**

- Summary of the quarterly reports
- Operational information
- Customer account information
- Customer service information
- Financial information
- Related parties entities
- Review of billings
- Final determination and payment of liquidated damages
- Public education plan

### **Event Specific Reporting**

- Accumulated solid waste; unauthorized dumping
- Hazardous waste

### **Upon Request Reporting**

- Large venues and events
- Holiday tree collection services



## **SECTION 4**

### **CONTRACTUAL ARRANGEMENTS**

A draft agreement is not included with this RFP. City staff and its consultant will conduct an initial review of the proposals submitted and report to the City Council regarding the number and quality of proposals received. Once the City Council directs City staff to enter into the negotiations process with one or more proposers, a draft agreement will be developed and used during the negotiations process. Finalists may, if necessary, comment on the Agreement and recommend alternative contract language at that time.

The draft agreement will be similar to many other standard contracts currently used by other jurisdictions in northern California and the Bay Area. The draft agreement will address specifics related to the following:

- Definitions
- Representations and warranties of the contractor
- Franchise term
- Scope of services
- Compensation and rate adjustments
- Operating assets
- General requirements
- Financial record keeping and reporting requirements
- Indemnity, insurance, and bond
- Performance standards and liquidated damages
- Breach, default, and remedies
- Other agreements of the parties

The draft agreement will establish the scope of services and specify the performance standards that the contractor must meet. The scope of services in the agreement will address, at a minimum, all the items in Section 3 of the RFP.

## SECTION 5

### PROPOSAL REQUIREMENTS

Proposers must provide all information requested in this section and additional response information requested in Section 3 and Section 6 as part of their proposal, including qualifications and disclosure information. Failure to provide all required information may be grounds for rejection of a proposal. Proposers must separate the proposal information into the qualifications, technical, financial, and cost components as described below.

#### 5.1 QUALIFICATIONS COMPONENT

Describe your company and staff qualifications as they relate to successfully implementing programs comparable to the services proposed for the City. In addition, the company qualifications information must demonstrate how the company's local management and corporate structure are linked, and how the company or joint venture fosters innovation and high quality performance. If proposers are submitting as a team, describe any prior successful working arrangements involving similar types of services for similarly sized communities.

Describe these qualifications by providing the following information.

1. **Basic Information.** State the name and address of the company that will be signing the Agreement. State name, address, phone number, fax number, e-mail address, and title of person to be contacted about the proposal. State the names of any other company that will share significant, substantive responsibilities as team members in performing under the proposed contract.
2. **Designated Services Coordinator.** Identify and provide a resume for the designated services coordinator who will be the primary contact and representative for the company or entire team throughout the term of the contract.
3. **Staff Responsibilities.** Supply names and resumes of principal officers, partners, or other officials of each company to perform significant, substantive responsibilities required under the RFP. Clearly identify the names of individual(s) who will implement the contract and include resumes for each individual. (Include names, addresses, and telephone numbers of key individuals.) Describe relevant technical experience of key personnel, their background in solid waste, recyclables, and organics collection, customer service, customer billing, and public education. Specify training and background check requirements (criminal record, DMV).
4. **Wage Rates.** Describe your approach to providing livable wage rates, comparable to the franchise haulers in surrounding jurisdictions, to all non-management employees.

5. **Company Qualifications.** Fully describe services provided currently or in the past that are directly relevant to services described in this RFP, including description of relevant contracts and degree of involvement (related to solid waste, recycling, and organics collection) and the dates you provided the service. Provide names and telephone numbers for all municipal clients over the last five years as references for your experience providing services.
6. **Billing Experience.** List Northern California or Bay Area communities for which you have provided billing and collection services. For each community, identify the types of solid waste services provided and the number of accounts for which monthly billing services were required. Provide a sample of the bills issued to residential and commercial customers for up to three communities.
7. **Litigation History.** Has any company, partner or subsidiary in this venture, subcontractor, or any corporate officer been involved within the past five years in litigation: arising out of performance of a solid waste, recyclables, or organics collection contract or violation of environmental laws, regulations or permits; arising out of or connected with violation of state or federal antitrust laws; or arising from or connected with allegation of corrupt practices? Has any company, partner or subsidiary in this venture, subcontractor, or any corporate officer, been notified of or been the subject of any enforcement action, order, decree, or notice of violation of any environmental laws, regulations or permits? If an answer is "yes," please explain fully. Provide details of any past or pending litigation against the proposer or its parent company or joint venture company by a governmental entity contracting with the proposer or its parent for services relating to waste management, or against such a governmental entity by the proposer or its parent company or joint venture company. Failure to identify litigation history may result in disqualification of your proposal.

## 5.2 TECHNICAL COMPONENT

Technical information should focus on the method of performing the services required under the Agreement. The City's objective is to select proven methods. Proposals applying commercially demonstrated and environmentally sound collection techniques are therefore encouraged. Projects relying on unproven technologies with little or no operational experience may be deemed unqualified by the City.

Proposers should describe in detail the proposed method for providing the solid waste, recycling and organics collection services. A summary of the proposed service must be included on Form 2 provided with this RFP.

### 5.2.1 Technical Component for Solid waste, Recycling and Organics Collection Services

In responding to the following requests for technical information for the collection services, provide separate descriptions for single-family, multi-family and commercial customers, where appropriate.

1. **Collection Methods and Procedures.** Provide a detailed description of solid waste, recyclables, and organics collection methods (e.g., semi-automated, automated) including any instructions that must be conveyed to participants. Describe the residential cart, commercial bin, and multi-family service separately as appropriate.
2. **Collection System Overview.** Provide the following information regarding the collection system you propose for providing service to the City. Provide information by service category (e.g. SFD cart service, MFD cart and bin service, commercial cart and bin service, and public facilities service) as appropriate:
  - Number of full-time positions, including standbys
  - Number of collection trucks
  - Number of spare collection trucks
  - Number of routes
  - Crew size
  - Stops per route
3. **Collection Containers.** Identify the type of containers to be provided for each service category. Supply a photograph and specifications of new containers or a copy of brochures from manufacturers. Describe your plan for any initial distribution of containers and the maintenance of inventory and replacement of lost, stolen or damaged containers. Provide separate information for residential collection and commercial collection containers.
4. **Collection Equipment.** The contractor is required to provide new collection vehicles for this contract and properly maintain them for the duration of the contract term. Identify each piece of equipment by type, capacity, model/year, and intended use. Include equipment listings for collection, transport, support, and supervisory vehicles. Identify the number and type of backup vehicles. Clearly provide the information so that the equipment allocated to residential collection and commercial collection equipment can be clearly identified and the age of the vehicles can be easily monitored.

5. **Contamination Control.** Describe how contamination of materials by customers will be minimized within the context of single-stream recycling including public outreach. Describe how you will control contamination of recyclables and organics in order to maximize the recoverability and marketability of materials collected.
6. **Bulky Items Collection.** Describe your plan for the twice annual collection of bulky items and excess solid waste and organics, including the method of collection and a description of the approach used in servicing accounts on an on-call basis.
7. **Holiday Trees Collection.** Describe your plan for collecting Christmas trees and transporting the trees to the designated organics processing facility.
8. **City Facility Solid Waste and Recycling Containers.** Describe your plan for servicing public solid waste and recycling containers.

### 5.2.2 | Technical Component for Other Services

1. **Support Facilities.** Identify the size and location for storage, maintenance, and dispatch of the collection vehicles and collection containers (i.e., corporate yard). Provide a description of the facility and identify total acreage involved.
2. **Customer Service.** Describe methods for dealing with collection problems such as missed pickups, missed setouts, excessive contamination, customer complaints, and similar issues. Identify the proposed location of the business office and local phone number for customer service. Describe your customer service system in detail including the number of full time equivalent staff dedicated to the City (and responsibilities), the number of phone lines, standards for number of rings before pickup and time on-hold.
3. **Customer Billing and Collection Services.** Describe your plan for billing, collection, handling delinquent accounts, and providing sufficient information to customers of service exceptions or changes.
4. **Public Education.** Describe the components of the public education program to be provided over the term of the Agreement. List the public education materials to be developed pursuant to this contract, including at a minimum: program implementation information, change in service, promotion of recycling program tailored to each customer type, bulky item collection services, etc. Describe method of developing and distributing public education materials and providing all materials in both English and Spanish. Provide samples of public education materials that your company has developed for other similar collection programs. The public education plan will become an Exhibit to the Agreement if the proposer becomes the selected contractor.

5. **AB 939 Reporting.** Describe method for tracking quantities of all materials collected and transported to the Shoreway facilities. Describe company qualifications regarding AB 939 compliance strategies and completing AB 939 reporting.
6. **Subcontractors.** List all items of work or services to be performed by subcontractors or outside vendor, if any.
7. **Transition Plan.** Provide a detailed transition schedule showing all key milestone dates and the sequencing of ongoing and periodic activities that address solid waste, recyclables, and organics collection. The schedule should be provided in sufficient detail to allow the City to determine the reasonableness of the schedule and ability to meet the required operations date. Provide details of the customer service plan to inform customers of new or modified collection service and to respond to questions and concerns. Proposers shall list the staffing levels for customer service, public education, and recycling and organics technical assistance. The transition plan and implementation schedule will become an Exhibit to the Agreement if the proposer becomes the selected contractor.

### **5.2.3 | Technical Component for Vehicles and Compliance with CARB Regulations**

**CARB Compliance.** Identify how proposer will comply with and implement throughout the term of the Agreement the new Diesel Particulate Control Measure regulations from the California Air Resources Control Board (CARB), effective July 20, 2004 including provisions of information required for the City's annual report to CARB. Strategy shall include, but not be limited to compliance with an implementation schedule based on vehicles engine model year and best use technology, reporting requirements, and anticipated compliance extension.

**Corporation Yard.** Identify your intention regarding arrangements for a corporation yard for vehicle/employee parking, truck maintenance and fueling, and similar operations to support Belmont collection service. Where will the corporation yard be located and what is your plan for establishing a corporation yard or using an existing one?

## **5.3 FINANCIAL COMPONENT**

Provide the following information in sufficient detail to allow the City to determine the company's financial capabilities.

1. **Financial Background.** Provide satisfactory evidence that the contractually responsible party has been in existence for at least three years and has financial resources sufficient to undertake the proposed project. List the anticipated revenues for 2008 through 2010 that will be earned from services currently under contract with other parties.

2. **Financial Stability.** Provide audited financial statements, if available, including income and balance sheets for the contractually responsible party and any parent company and joint venture company, for the most recent three fiscal years and through the most recently completed quarter of the current fiscal year. Provide a statement from the chief financial officer indicating that there has been no material change in the financial circumstances of the proposing entity (or its parent or owners if they are providing financial assurance of performance) since the date of the last audited statements. **Note: the Agreement will require annual audited financial statements from the contractor no later than 180 days from fiscal year end.**
3. **Financing Method.** Provide a financing plan that identifies all capital requirements and describes the sources and uses of funds, the financing structure, and all assumptions used in the formulation of the program strategy. Proposer must demonstrate access to the necessary funds either from equity or specific written commitments from third parties.

## 5.4 COST COMPONENT - PROPOSED RATES

The proposer is required to submit its cost proposal using Forms 3 through 7 provided for this purpose. The rates must be based on the technical component(s) of your proposal. All forms must be completed, and failure to do so will disqualify the proposal. A general description of each form is provided below.

The rate and cost detail requires the proposer to submit its rates for solid waste, recycling, and organics services, as well as for other special charges. The rates will be the contractor's compensation for services throughout the contract term with adjustments made annually for CPI and Fuel Adjustment components (starting at the beginning of year 3) and on an as-needed basis for tipping fee adjustments (i.e., at the designated disposal site and designated processing facilities). For these reasons, proposers are required to provide, in 2009 dollars, the following breakdown of their rates:

- Fixed Component of the Rate (not subject to adjustments)
- CPI Component of the Rate (subject to CPI indexed adjustments)
- Fuel Adjustment Component of the Rate (subject to Fuel indexed adjustments)
- Solid Waste Tip Fee Component (assume \$75 per ton base rate for pass-through costs)
- Recycling Tip Fee Component of the Rate (assume \$85 per ton base rate for pass-through costs)

- Organics Tip Fee Component of the Rate (assume \$81 per ton base rate for pass-through costs)
- Total Rate (comprised of fixed, CPI, fuel and pass-through tip fees)

The rates will be applicable to serving any number of customers, varying volumes of solid waste, recyclables, and organics, and other changing service conditions over the term of the contract, and shall incorporate the initial franchise fee of ten (10) percent. In addition, the rates should include an annual Street Sweeping fee of \$451,000, a Heavy Vehicle impact fee of \$150,000 per year and a Solid Waste Administrative Fee of \$100,000 per year which are payable to the City by the franchisee which shall be increased by the CPI each year.

Rates are to be fixed for the first year, from January through December 2012. The CPI and the Fuel Adjustment components of the rate will be adjusted annually, beginning in 2013, to account for inflation and fuel price changes. The CPI and Fuel adjustments will allow for an adjustment equal to the contractor's CPI and Fuel rate components divided by the previous year's CPI and Fuel components, respectively.

### **Rate and Cost Considerations**

In preparing Forms 3 through 7 the proposers should keep in mind the following considerations:

1. Residential and commercial rates must be developed to cover costs associated with providing free service to City facilities.
2. All rates are to be effective for the first 24 months of the contract.
3. Rates must include all service requirements including, but not limited to, holiday tree collection; free collection for City facilities; free twice-annual on-call collection of bulky items; customer service: customer billing, collection, and remittance; public education, AB 939 reporting, vehicle and container acquisition and maintenance, etc.
4. Proposers should assume tipping fees for materials delivered to the Shoreway facility as follows: \$75 per ton for solid waste, \$85 per ton for recyclables, and \$81 per ton for organics. These assumptions must be included in cost proposals.
5. The City Franchise fee of ten (10) percent, effective as of January 1, 2011, should be included for all rates indicated on Forms 3 through 7.
6. An annual Street Sweeping fee of \$451,000, payable to the City, should be included for all rates starting January 1, 2011.
7. An annual Heavy Vehicle impact fee of \$150,000, payable to the City, should be included for all rates starting January 1, 2011.
8. An annual Solid Waste Administrative Fee of \$100,000, payable to the City, should be included for all rates starting January 1, 2001.



9. The contractor is responsible for defraying the City's consultant expenses related to the procurement process used to award the franchise agreement. The non-refundable payment amount is \$10,000 and shall be paid to the City as provided in this RFP.
10. The proposer awarded a contract through this RFP process will be required to pay the City an additional amount of \$100,000 to reimburse the City for consultant costs and other City incurred costs associated with conducting this RFP process.

### **Form 1: Proposal Validity**

Form 1 is provided for the proposer to acknowledge the validity of the proposal contents, costs, and services fees for a period of 365 days after the submission deadline.

### **Form 2: Summary of Proposed Scope of Services**

Form 2 is provided to obtain a brief summary of the proposer's methodology for providing the scope of services. All information should be provided in this form in a short, concise manner. It is intended to provide a snapshot overview of the services.

### **Form 3: Single-Family Residential Cart Service Rates**

Proposers are to provide rates for residential cart collection service on Form 3. Each rate should be inclusive of providing solid waste service, recyclables collection service, and organics collection service. The rates are to include the cost associated with collection and transportation of materials to the Shoreway facility as well as other costs associated with providing related services such as, but not limited to, customer service, public education, twice-annual on-call collection of bulky items, collection service for public facilities, and annual holiday trees collection service. Rates should be provided for 20-, 30-, 60- and 90-gallon solid waste carts as a rate per customer per month charge.

### **Form 4: Multi-Family and Commercial Solid Waste Cart Service Rates**

Proposers are to provide rates for Multi-Family and Commercial solid waste cart service on Form 4. Solid waste rates include free recycling and organics collection services. The rates are to include the cost associated with collection and transportation of materials to the Shoreway facility as well as other costs associated with providing service. Rates should be provided for 60- and 90-gallon solid waste carts as a rate per cart per month charge, and include provision of 60- and 90- gallon recycling or organics carts at no additional charge.

### **Form 5: Multi-Family and Commercial Solid Waste Bin Service Rates**

Proposers are to provide rates for Multi-Family and Commercial solid waste bin service on Form 5. As with cart rates, solid waste bin rates include free recycling and organics services, and bins for recycling and organics are to be provided at no extra charge to customers. Proposers shall

provide rates for 1-, 2-, 3-, 4-, and 6-cubic yard (CY) size bins, and collection frequency up to five times per week, as a rate per bin per month charge.

### **Form 6: Debris Box and Compactor Service Rates**

Proposers are required to enter the rates for providing commercial solid waste debris box and compactor service on Form 6. Haulers are to provide rates for debris box and compactor service for different container sizes (as specified by the proposer) on a cost per container per month, assuming weekly collection. The compactor rates are to cover the costs associated with collection and transportation of the solid waste to the designated disposal site, as well as debris box or compactor rental costs. Disposal costs for debris box and compactor service are to be treated as pass-through costs to the customer, and haulers shall bill customers for disposal based on actual disposal costs incurred by the hauler in providing the service.

### **Form 7: Special Services Rates**

Form 7 is provided to obtain proposed rates for special services that residential and commercial customers may request. Proposers shall provide rates for additional charges that will be levied for the following service considerations:

#### **SFD Service**

- Optional back-yard or flag lot refuse service
- Extra pickups

#### **MFD/Commercial Service**

- Extra cart or bin pickups
- Provision of locks for bins or enclosures
- Long walks to access carts and bins

If the proposer wants to clarify other special charges that may be appropriate for cart and bin customers, the proposer is invited to identify additional service categories and associated rates in the space provided. Extra pickup collection is intended to provide for occasional extra solid waste put out on the regular collection day, and should be proposed as a rate per cart or bin collected. It is assumed that a customer would not require this service on an ongoing basis, but would instead change its service level (container size or frequency). The rate for additional pickup service should be proposed as a rate per pickup; all other customer special services rates should be proposed as per-month rates.

## **5.5 PROPOSER EXAMINATION AND SELF-RELIANCE**

It is the responsibility of each proposer to do the following before submitting the proposal:

1. Examine this RFP, including all enclosures and the Agreement, thoroughly.
2. Attend a mandatory pre-proposal conference with representatives of the City, which is scheduled to be held on August 7, 2008 from 2:00 to 5:00 p.m. in the Emergency Operations Center (EOC) room on the second floor at Belmont City Hall.
3. Become familiar with local conditions that may affect cost, permitting, progress, performance, or furnishing of services described in this RFP, including inspection of the City's terrain, streets, and alleys.
4. Consider all federal, state and local laws, statutes, ordinances, regulations and other applicable laws that may affect costs, permitting, progress, performance, or furnishing of the project.
5. Each contractor will be expected to make good faith efforts to hire any fully qualified, displaced employees, if any, by establishing a priority hiring program. Such a hiring program should consider fully qualified displaced employees before other candidates.
6. Clarify, with the City, any conflicts, errors, or discrepancies in this RFP.
7. Agree not to collaborate or discuss with other proposers the content of the proposal or rates proposed.
8. Agree not to use the Freedom of Information Act to obtain information on competitive proposals prior to City selection.
9. Before submitting a proposal, each proposer will, at proposer's own expense, make or obtain any additional examinations, investigations, and studies, and obtain any additional information and data that may affect costs, permitting, progress, performance or furnishing of the project and that proposer deems necessary to determine its proposal.

## SECTION 6 PROPOSAL SUBMITTAL INSTRUCTIONS

The details of the RFP submission process and schedule are described below.

### **6.1 PROPOSAL PROCESS**

#### **Step One: Obtain Request for Proposal**

To receive a copy of the RFP, please contact:

Ray Davis  
Director of Public Works  
City of Belmont  
One Twin Pines Lane  
Belmont, CA 94002  
(650) 595-7459  
rdavis@belmont.gov

The secondary contact for the RFP process, in the event Mr. Davis is absent, is:

Jack Crist  
City Manager  
City of Belmont  
One Twin Pines Lane  
Belmont, CA 94002  
(650) 595-7408  
cmanager@belmont.gov

After issuance of the final RFP, prospective proposers are not permitted to contact any employee or elected official with the City except as specified below. Any proposer who fails to recognize or utilize the process of communication outlined herein will be notified of its violation of the process and may be disqualified from the RFP process.

#### **Step Two: Written Questions**

Submit written questions and requests for clarification or additional information regarding the meaning or intent of the RFP content, its process and enclosures to: Steven Brekke-Brownell 115 Sansome Street, Suite 800 San Francisco, CA 94104 (City consultant) by August 4, 2008 at 5 p.m. Emails are acceptable, and should be sent to: [Steven.Brekke-Brownell@hdrinc.com](mailto:Steven.Brekke-Brownell@hdrinc.com).

### **Step Three: Pre-proposal Conference**

The City will conduct a mandatory pre-proposal conference on August 7, 2008 from 2:00 to 5:00 p.m. The meeting will be held in the Emergency Operations Center (EOC) room, located on the second floor of City Hall (One Twin Pines Lane, Belmont). Questions received in writing in advance of the conference, as well as any other questions brought up at the conference, will be answered, to the extent possible, at this time. Additional written questions may be submitted by 5 p.m. on August 14, 2008.

Questions of consequence will be recorded at the conference, and questions and answers will be mailed to all parties recorded by the City as having received this RFP on August 21, 2008. Any changes, interpretations, or clarifications considered necessary by the City in response to proposers' questions will be issued in writing as addenda and mailed or delivered to all parties recorded by the City as having received this RFP. Only answers issued by formal written addenda will be binding on the City. Oral and other interpretations or clarifications including those provided at the pre-proposal conference will be without legal effect.

### **Step Four: Submit Proposal**

Submit six (6) double-sided copies of your proposal on recycled paper to the City on or before 5:00 p.m., Friday, September 19, 2008 by 5 p.m. Proposals should be sealed and marked "City of Belmont Solid Waste, Recyclables, and Organics Collection Services Proposal." Sealed proposals should be mailed or delivered to Ray Davis at the address listed in Step One. In addition, submit an email attachment of the proposal (PDF or Word document file) to HDR: [Steven.Brekke-Brownell@hdrinc.com](mailto:Steven.Brekke-Brownell@hdrinc.com).

### **Proposal Fee**

Each proposal must be accompanied by a cashier's check made payable to the City of Belmont in the amount of \$10,000. This payment is non-refundable, unless the City decides not award any contract resulting from proposals received in response to this RFP, in which event the City will refund \$5,000 of each proposal fee received. If the City does award a contract through this RFP process, the proposer awarded the contract will be required to pay the City an additional amount of up to \$100,000 to reimburse the City for consultant costs and other City incurred costs associated with conducting this RFP process.

### **Step Five: Clarification/Interviews/Site Visits**

Proposers may be asked to clarify proposal information through writing or interviews. The clarification period will begin when the proposals are submitted. The proposer will be expected to prepare and make oral presentations or participate in interviews, if requested. The interview, if necessary, will be scheduled later. If an interview is requested, you will be advised of the specific time and place. Site visits to inspect comparable operations may also be requested.

## 6.2 RESPONSE CONTENT

All proposals must follow this outline and include the following:

1. A cover letter providing:
  - Name, address, and telephone and fax number of applicant and key contact person
  - Description of type of organization (e.g., corporation, partnership) submitting proposal
  - If teaming arrangement with two or more parties is proposing, describe past working relationships on similar projects
  - Name of entity that would sign a contract if one is negotiated for this project.
  - A written statement warranting that you have reviewed the requirements of the project as described in this RFP, its enclosures, and all addenda, by listing all addenda and dates received hereto.
2. Executive summary (not to exceed five pages) that highlights the major elements of your qualifications and proposal and clearly states the services your proposal addresses.
3. Responses to all information requested in Section 5. Organize your responses into five components, and address each component following the format outlined in Section 5 so that all requested information can be readily found. Include the following components: qualifications, technical, financial and rates and costs.
4. Completed Forms 1 through 7
5. Enclose a check payable to the City of Belmont for \$10,000

Additional information or data relevant to your qualifications is optional and may be included in an appendix.

All pages of the proposal must be numbered for reference.

The cover letter and proposal validity form must be signed by an officer or agent of the proposer who is duly authorized to bind the proposer. The proposal validity form must be included as the first page of the cost submittal. In signing the rate and cost proposal, the proposer: 1) agrees that the terms of both the technical proposal and the cost proposal as submitted by proposer are firm for a period of 365 days from the rate and cost proposal due date, and 2) assures that a performance bond or other instrument equal to four months revenue will be issued as provided in the Agreement.

### **6.3 ACCURACY IN REPORTING REQUESTED INFORMATION**

Information submitted as part of the proposal will be subject to verification. Inaccurate information or information that is misleading will be, at the City's sole discretion, grounds for removal of a proposal from further consideration. In the event the City awards a contract based on such inaccurate or misleading information, the City may determine such actions to be grounds for default.

## SECTION 7 SELECTION PROCEDURE AND CRITERIA

This section outlines the proposal evaluation procedures, evaluation criteria, and weighting of evaluation criteria that will be used to select a contractor. It should be noted that the proposal evaluation process will not proceed until after the City Council meets to consider the RFP responses received on September 19, 2008. City staff and its consultant will prepare a report to City Council that presents an initial review of the proposals regarding the number and relative quality of the proposals received. At that point, the City Council will determine whether to proceed with the procurement process or not, and direct staff accordingly. In anticipation of approval to proceed, the following evaluation process will take place.

### **7.1 EVALUATION PROCEDURES**

The proposers will be evaluated based on the content, completeness, and clarity of their proposals. Detailed supporting qualification, technical, financial, and rate information must be presented in your proposals. The specific evaluation criteria will focus on evaluating information requested in Sections 5 and 6. Proposals will be evaluated based on the level or extent to which they meet each evaluation criteria.

An evaluation team representing the City will evaluate proposals. Each evaluator will review all proposals received using a set of established evaluation criteria (as discussed in Section 7.2). The criteria will address several categories: company qualifications, technical capability, financial ability, and customer rates (based on cost forms). The criteria will be applied to identify the relative strengths and weaknesses of individual proposals.

The ratings from the evaluators will be compared to determine a preliminary ranking of the proposals based solely on the evaluation criteria and criteria weighting. After initial evaluation of proposals and preliminary ranking, the evaluation team will prepare a short list of proposers to be interviewed.

Invitations may be issued to proposers on the short list to make oral presentations to and/or interviews with the evaluation team and possibly arrange site visits. Oral presentations and interviews will be conducted in closed meetings with the evaluation team.

Based on the contents of submitted proposals, the results of interviews, oral presentations, and site visits, along with any other information requested by the City, the evaluation team will prepare a final ranking of the short listed proposers and present its ranking to the City Council. The City Council may direct City staff to enter into negotiations with the selected contractor(s) to provide the services considered in this RFP. In the event the negotiations with the selected contractor(s) are unsuccessful, the City may designate another contractor from the list of short listed proposers and enter into negotiations with that company.



It is the City's intent to finalize negotiations with the selected contractor in a timely manner once the City Council authorization to enter into negotiations is obtained. The City's position on all the major service issues was thoroughly studied prior to issuance of this RFP. A draft Agreement will be prepared to address the issues represented in the RFP, and be used as the basis for negotiations with the selected contractor.

## **7.2 EVALUATION CRITERIA**

The City established a set of detailed evaluation criteria based on the priorities of the City. The evaluation criteria are designed to evaluate proposals by considering all aspects that will impact the quality and cost of service. Evaluation criteria are formulated to consider qualifications, technical, financial, contractual, and cost factors of each proposal. The evaluation criteria to be used in the evaluation of the proposals are listed below.

### **Qualifications Criteria**

The qualifications criteria focus on examining the overall qualifications of the company and staff to confirm that the company has proven experience providing services similar to the types of services required for the City.

1. **Company Qualifications.** Does the company have demonstrated experience providing similar service in a comparable-sized service area? If teaming arrangements are proposed, what is the extent of experience the companies have working together? Is there a reasonable division of services between companies?
2. **Staff Qualifications.** Does the background of individual key team members provide proven technical, operational, and managerial experience needed to handle the proposed services?
3. **Municipal References.** Do the client references demonstrate the company's ability to maintain long-term relationships with municipalities in which the municipality is satisfied with the service received including quality of service, customer service, reporting, and billing capabilities? The City may contact references listed, and other public/private entities known to have contracted with proposer.
4. **Billing Experience.** Does the company have demonstrated experience billing customers?

### **Technical Criteria**

The technical criteria are included to assess the proposed collection and processing methodology (including the type and number of collection routes, types of containers and collection equipment) to understand if it is technically feasible and is compatible with the City's needs.

1. **Collection Method and Operations.** Has the proposed methodology or technology been successfully demonstrated in a commercial application? Does the overall methodology appear technically viable?
2. **Public Education.** Does the company have demonstrated experience with public education programs? Were copies of materials produced for past programs submitted for review? Was an adequate public education plan presented for the City that includes an explanation of strategies, method of distributing materials and expressed willingness to cooperate with the City in the design and implementation of the program?
3. **Customer Service and Billing.** Are reasonable plans provided for how these services will be provided to the City?
4. **Transition Plan.** Does the transition plan to provide service January 1, 2011 include equipment procurement schedules, personnel hiring and training, backup plans, notice to customers, distribution of containers, and other aspects required for program implementation that are in general reasonable, well thought out, and address all components of the transition?

### **Financial Criteria**

The financial criteria are designed to examine the company's audited financial statements and proposed financing method to confirm that the company is capable of supporting and financing the project.

1. **Financial Background.** Financial projections, strategy, and capability of the company.
2. **Financial Stability.** Does the company have the financial ability to provide the contracted service for the term of the contract?
3. **Financing Method.** Is the proposed financing plan reasonable? Is financing available? Does the owner's equity represent a reasonable percentage of the total finance requirement?

### **Contractual Criteria**

The contractual criteria examine the nature of the exceptions that the company identifies to the terms of the draft Agreement, which will be prepared and presented to the proposers during the evaluation and negotiations process.

### **Proposed Rates**

The proposed customer rates for service submitted with each proposal will be evaluated and compared to determine the most cost-effective proposal to meet the City's needs.

### **7.3 WEIGHTING OF EVALUATION CRITERIA**

No specific weightings were assigned to the selection criteria.